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REPORT OF A SURVEY OF POTENTIALITIES FOR A COLLEGE IN MOBILE, ALABAMA.

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THE PURPOSE OF THE SURVEY WAS TO DETERMINE THE FEASIBILITY OF A BAPTIST COLLEGE IN MOBILE, ALABAMA. DATA WERE COLLECTED REGARDING LOCAL POPULATION TRENDS, PROXIMITY TO OTHER INSTITUTIONS OF HIGHER EDUCATION IN THE STATE, INTEREST AND RESOURCES OF POTENTIAL DONORS FROM BAPTISTS AND NON-BAPTISTS IN THE MOBILE AREA AND STATE-WIDE BAPTIST CHURCH MEMBERSHIP. THE EVALUATION OF LOCAL FINANCIAL POTENTIAL AND NEEDS INDICATED THAT--(1) THERE WAS A NEED FOR ADDITIONAL HIGHER EDUCATION OPPORTUNITY IN MOBILE, (2) ALTHOUGH THE FINANCIAL POTENTIAL WAS PRESENT, THE INTEREST IN THE PROJECT NEEDED STIMULATING AND (3) THE ALABAMA BAPTIST CONVENTION WAS CAPABLE OF PROVIDING OPERATING SUBSIDY FOR A NEW COLLEGE. THE SURVEY RECOMMENDED THAT--(1) THE FINDINGS OF THE SURVEY BE STUDIED BY THE ALABAMA BAPTIST CONVENTION, (2) IF THE ALABAMA BAPTIST CONVENTION WAS INTERESTED IN SUPPORTING THIS PROJECT, THE CAMPAIGN BE REORGANIZED AND (3) THE ALABAMA BAPTIST CONVENTION CONSIDER TAKING AN ACTIVE PART IN THE SECURING OF A STATE COLLEGE. THIS REPORT WAS PREPARED FOR THE ALABAMA BAPTIST CONVENTION (SEPTEMBER 1959). (HH)

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Report of a
Survey of Potentialities for a College
in
Mobile, Alabama

Prepared as a Service of the
U. S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
Office of Education
Division of Higher Education
Washington, D. C.

For the
Alabama Baptist Convention
September 1959

**REPORT OF A
SURVEY OF POTENTIALITIES FOR A COLLEGE
IN
MOBILE, ALABAMA**

By

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**U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION**

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U. S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

Office of Education

Division of Higher Education

September 1959

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FOREWORD

This study was made on behalf of the Alabama Baptist Convention, which in November 1957 approved the appointment of a committee of nine "to explore the wisdom of establishing a junior college in Mobile under the charter of Howard College." On September 29, 1958 the committee voted to request Dr. R. Orin Cornett, then Executive Secretary of the Education Commission of the Southern Baptist Convention, to make a survey of the need and potentialities for a Baptist college in Mobile.

In February 1959 Dr. A. H. Reid, Executive Secretary of the Executive Board of the Alabama Baptist Convention, requested on behalf of the committee that Dr. Cornett be permitted to complete the survey in his new capacity as a member of the staff of the Office of Education. The request was approved by the undersigned, since within the Office of Education surveys of this type are the responsibility of the State and Regional Organization Section of the College and University Administration Branch, in the Division of Higher Education.

Much of the basic material for this survey was collected and some field work done by Dr. Cornett before the beginning of his service with the Office. The field work was completed May 13, 1959, and the report was written during July and early August.

S. V. Martorana, Chief
State and Regional Organization
Section

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College and University Admini-
stration Branch

**REPORT OF A SURVEY OF POTENTIALITIES
FOR A COLLEGE IN MOBILE, ALABAMA**

Introduction

The purpose of this report is to bring together essential data and information necessary for an intelligent appraisal of the need for and likelihood of success of a Baptist college in Mobile, Alabama. It is assumed that if such an institution is established it will operate under the control of a board of trustees elected by the Alabama Baptist Convention,¹ and that it will receive an annual appropriation from the Convention. It is also assumed that Baptists and others in the Mobile area will be expected to provide at least the funds necessary for construction of the initial buildings and for purchase of a suitable site.

The material in this report should be helpful to the special committee for which the study was conducted, in its presentation and recommendations to the Alabama Baptist Convention. It should also be of help to any committee or group responsible for carrying out such decisions as the Convention may make concerning the establishment of a college in Mobile.

¹This includes the possibility of operation under the control of the board of trustees of an already existing institution.

I

CRITERIA FOR THE ESTABLISHMENT OF A COLLEGE

Colleges are not established by formula. There is no completely reliable way of measuring a community, checking off certain predetermined characteristics and concluding that a new college of a certain type would be wholly successful in that location. On the other hand, criteria have been developed to serve as standards or guides by which groups considering the establishment of a college can make sure that they are giving appropriate attention to the most important factors that should be taken into account.

Most of the studies designed to produce criteria for the establishment of colleges have dealt largely with the problems of municipal or State-supported two-year colleges, and thus apply only in part to church-related colleges. In particular, such criteria as minimum population, necessary concentration of economic resources, and requisite enrollments in local high schools are far below those applicable to the case of a church-related liberal arts college. The feasibility of supporting a municipal or community two-year college, for example, can be evaluated rather accurately in terms of the total assessed value of property on which a tax could be levied to support the institution. Likewise, such an institution can be expected to attract as students a reasonable percent of the high school graduates in the area, assuming that there are no nearby competing institutions. The need and potential for a church-related college, on the other hand, must be evaluated by a procedure which gives greatest weight to the financial resources at the disposal

of its primary constituency, and to the student potential of that constituency. The needs, attitudes, and resources of the total population must be considered and are often decisive in their influence, but they cannot be applied as definitely as in the case of a proposed community college.

In general, any location suitable for the establishment of a church-related two-year or four-year college must far surpass all the standards proposed for a proper site for a community college except that of freedom from competition. For example, the area (county) high school enrollment necessary to justify a two-year community college has been estimated as low as 500¹ and as high as 1500,² and the necessary number of high school graduates per year as from 150 to 250. A study of twelve district-supported two-year colleges in Michigan revealed³ that enrollments in these colleges in 1954-55 averaged 22.5 percent of high school enrollments in the corresponding districts. This suggests that high school enrollments should be at least four to five times the minimum acceptable enrollment for a proposed college, 800 to 1000 for a minimum enrollment of 200, 1200 to 1500 for an enrollment of 300. For a denomination numbering 20 to 25 percent of total population and anticipating an enrollment of 50 percent or more from the denomination, these requirements should be increased by 200 percent to 300 percent.

¹Walter C. Eells, "Junior Colleges--Criteria for Establishment," Encyclopedia of Educational Research, edited by Walter S. Monroe (New York: The Macmillan Company, 1950), p. 6333.

²William K. Summitt, "The Location of Public Junior Colleges in Missouri" (Columbia: The University of Missouri Press, 1938), p. 11.

³S. V. Martorana, The Community College in Michigan, Staff Study No. 1, The Survey of Higher Education in Michigan (Lansing: Legislative Study Committee on Higher Education, 1957), p. 99.

The criteria related to property valuation are applicable to the denominational college to an even smaller degree than those related to enrollment. Whereas the assessed valuation of an area expected to support a community college has been estimated by various authorities at from \$10,000,000 to \$25,000,000, a denominational college should be located in a county with an assessed valuation many times this amount, unless much of the income necessary for its operation is to be provided through a budgeted appropriation from a State-wide denominational group. Even with an appropriation covering 25 percent or more of operating costs, such an institution needs to be located in an area with substantial resources in order to derive a proper share of operating income from gifts and tuition, and in order that substantial gifts may be received for capital purposes.

The minimum enrollment at which a two-year college can operate economically and efficiently has been estimated at from 150 to 400 students, with most estimates falling in the range 200 to 300. Because of the degree of its dependence upon tuition income and the fact that its total operating income per student is usually lower during its early years than that of a public two-year college, the denominational two-year college needs to be assured of an enrollment of at least 300 students within two or three years of its beginning.

Another criterion which has been given emphasis by various writers is that of freedom from competition with other colleges. The most common specification is that a new two-year community college should not be located within thirty miles of an existing college with competitive offerings. To apply this criterion to the denominational college, one must recognize that the word "competitive" has a very specialized meaning in

this context. For example, in Atlanta, Georgia there are nineteen colleges and universities with a total enrollment in excess of 15,000 students. It would seem that a new Baptist college would face formidable competition. On the other hand, the fact that churches in the Atlanta Baptist Association have a total membership of more than 110,000 indicates that there are probably at least 1500 Baptist high school graduates per year. The factor of possible competition must be evaluated in the light of the numbers and attitudes of Baptist high school graduates in the area, and their families.

Criteria for the establishment of four-year colleges are much more difficult to defend than those for two-year institutions: in fact, few writers have dared to propose such criteria. The usual procedure among denominational groups is to avoid this dilemma by securing a charter for a degree-granting institution, but initiating it as a two-year institution and so operating it until its potentialities as a four-year college are clearly evident.

It is far easier to judge the advisability of a change to four-year status than to predict the proper status in the beginning. For example, a two-year college must reach an enrollment of about 700 before a change to four-year status would be likely to bring it to what is considered a minimum enrollment (1000 to 1200) for economical per-student cost of operation of a four-year college. The likelihood of the desired increase in enrollment can be evaluated accurately in terms of the plans of students already enrolled in a two-year institution--certainly more accurately than the enrollment of a four-year college can be predicted before its beginning. Also, the cost of adding the third and fourth year programs can be judged with fair accuracy because of the availability

of data on probable enrollments in specific fields in the first few years after the transition. Finally, because the cost of establishing and supporting a two-year institution is so much smaller than for a four-year college, it is much easier for the sponsoring denomination to reach a decision to undertake the former. After the institution demonstrates sufficient potential to warrant serious consideration of four-year status, the cost of the latter is easier to justify and, therefore, to assume.

In judging the advisability of establishing a college in Mobile, the Alabama Baptist Convention should consider: (1) the total program of higher education in Alabama and any bearing it might have upon the usefulness or success of a Baptist college in Mobile, (2) the need for additional facilities for higher education in the Mobile area, (3) the extent to which a Baptist college could meet that need, (4) the probable value, to the Alabama Baptist Convention, of a new college in Mobile, (5) the estimated cost of establishing and maintaining a new college, (6) the share of this which should and could be borne by the Convention, (7) the share which should and could be borne by Baptists in the Mobile area, (8) the share which civic and non-Baptist interests in Mobile might be expected to assume, and (9) the best way for the Convention to move toward implementation of its decision, if that decision is favorable. The remainder of this report will be concerned with the subjects listed above.

II

HIGHER EDUCATION IN ALABAMA

In judging the advisability of establishing a college in Mobile, the Alabama Baptist Convention should give consideration to the probability that a tax-supported college might ultimately be established there. Several possibilities exist: that the successful operation of a Baptist college in Mobile would meet the need there and make it unnecessary to have a State or community college, that there might be enough potential in the long run to justify both, or that a State school established later might make the operation of a Baptist college in Mobile infeasible. Also, if the Convention decides that it is impractical or unwise to establish a Baptist college in Mobile, consideration might well be given to the part Alabama Baptists might play in helping secure a public college for Mobile. For all these reasons, careful attention should be given to the existing total program of higher education in Alabama and its probable course in the future.

Higher Education¹ lists twenty-six institutions of higher education in the State of Alabama. In order of their 1958 fall enrollments, the nine that operate under State control are as follows: University of Alabama, Tuscaloosa, 13,013 (of these, about 5,000 are part-time students enrolled off-campus); Alabama Polytechnic Institute, Auburn, 8,517; Alabama State College, Montgomery, 2,335; Jacksonville State College,

¹Higher Education--Education Directory, 1958-59, Part 3, (Washington: Department of Health, Education, and Welfare, 1959), pp. 13-15.

Jacksonville, 2,269; Troy State College, Troy, 1,763; Florence State College, Florence, 1,627; Alabama Agricultural and Mechanical College, Normal, 1,077; Alabama College, Montevallo, 1,014; Livingston State College, Livingston, 769.¹

During 1957-58 the State institutions of Alabama listed offered programs leading to an undergraduate degree in the following numbers of fields: University of Alabama, 91; Alabama Polytechnic Institute, 57; Florence State College, 22; Jacksonville State College, 17; Alabama College, 17; Alabama Agricultural and Mechanical College, 16; Alabama State College, 11; Livingston State College, 11; and Troy State College, 9.²

Among private and church-related colleges in Alabama, the following had 1958 fall enrollments above 500: Howard College (Baptist), Birmingham, 2,565; Tuskegee Institute (a privately-controlled college for Negroes which receives an annual appropriation from the State), 2,004; Spring Hill College (Roman Catholic), Mobile, 1,260; Birmingham-Southern College (Methodist), Birmingham, 1,100; Miles College (Christian Methodist Episcopal), Birmingham, 820; Huntingdon College (Methodist), Montgomery, 868; St. Bernard College (Roman Catholic), St. Bernard, 520. Ten private and church colleges had 1958 fall enrollments of 86 to 429, totaling 2,697.³

Enrollments of the nine State institutions totaled 30,449 for 1957-58; for the seventeen privately-controlled institutions, 11,086; and

¹Opening (Fall) Enrollment in Higher Education, 1958: Institutional Data, (Washington: U. S. Department of Health, Education, and Welfare, 1959), p. 6.

²Report of the Committee on Higher Education, (Montgomery: Alabama Education Commission, 1958), p. 53.

³Opening (Fall) Enrollment in Higher Education, 1958: Institutional Data, p. 6.

for all twenty-six, 41,535.¹ These are gross enrollments: those for the State institutions, for example, include approximately 6,000 part-time students enrolled in off-campus and extension centers, most of these in the extension program of the University of Alabama.

The four principal surveys of higher education in Alabama have been made at thirteen-year intervals: in 1919, 1932, 1945, and 1958. Currently relevant material in the 1919 and 1932 surveys is covered adequately by the reports of the 1945 and 1958 studies. The 1945 report called attention to the fact that Alabama depends upon publicly-controlled institutions of higher education to a greater degree than do other States, with 70 percent of its college enrollments in publicly-controlled colleges and universities in 1937-38, compared with 51 percent for the United States as a whole.² By November 1955, 71.7 percent of the total Alabama enrollment was in publicly-controlled institutions, compared with 55 percent for the continental United States.³

The report of the 1945 survey recognized the contribution of privately-controlled institutions of higher education: ". . . the survey staff recommends that the state continue to recognize the valuable contribution made to Alabama by private colleges and that the citizens encourage these colleges to develop and improve their services."⁴ This report also suggested a reduction in the number of State-supported

¹Higher Education--Education Directory, 1958-59, Part 3, pp. 13-15.

²Public Education in Alabama (Washington: The American Council on Education, 1945), p. 307.

³Statistics of Higher Education: 1955-56 (Washington: U. S. Department of Health, Education, and Welfare, 1958), pp. 55-56.

⁴Public Education in Alabama, p. 308.

institutions of higher education, through the closing of Livingston State Teachers College, which had an enrollment of only fifty-three in 1944.

In 1958 the Alabama Education Commission published the 194-page report of a survey by its Committee on Higher Education, in which was suggested the possibility of the establishment of additional institutions: "It might be desirable, in further extension of our present pattern, to establish in the state some additional four-year colleges. The Huntsville area and Mobile have long felt the need for such an institution, and certainly there is room for one in Birmingham."¹ The committee was more pointed in its suggestions regarding community colleges: "Apart from some growth in the size and possibly in the number of our existing four-year public colleges, we believe that a substantial part of the much larger enrollments we must expect in the next dozen years can best be met by establishing in the state some public two-year community colleges. We believe that the trend this way throughout the Southeast and the entire United States has solidly persuasive reasons behind it and that the time has come for Alabama to recognize them."²

The 1958 report recommended also (1) increase of State support for higher education, (2) no material increase in student fees, (3) expansion of scholarship and loan funds, (4) provision of \$15 million for non-residential construction to meet existing needs of State colleges and universities, plus \$48 million to \$77.5 million in the next decade, (5) provision for broadly coordinating the educational policies and programs of

¹Report of the Committee on Higher Education, p. 157.

²Ibid., p. 158.

the institutions of higher education, (6) reduction of unnecessary subdivision of fields of learning into excessive numbers of courses, (7) increased support of research, (8) enlargement of library facilities in all institutions, (9) emphasis on quality in education, and (10) further study and improvement of teacher training programs. Like those which preceded it, this report took note of the low salaries paid personnel in institutions of higher education in Alabama, of the low expenditure per student, and of the limitations imposed by the low per capita income of the citizens of the State.

Despite the recommendation of the 1958 report regarding the establishment of a State system of junior colleges, there appears to be little evidence of current support for such a development, according to interviews with officials in the Alabama State Office of Education in May 1959. A high-ranking official in one of the State institutions expressed the opinion that the Mobile area has sufficient potential for both a new denominational college and a public college, particularly if the former is established first.

On the basis of an elaborate study of population trends, immigration and out-migration, enrollments in the public schools, and survival ratios, the 1958 report predicted an increase of 76 percent in total college enrollments in Alabama between 1956-57 and 1970-71. Basic to this computation is the assumption that by 1970-71 the ratio of college enrollments to total college-age population in Alabama will have risen from 21.4 percent (1957) to 26 percent. This appears to be a very conservative estimate, since for the United States as a whole the ratio was 34.6 percent in 1957 and the prediction for 1970-71 is 45.7 percent, according to the source cited.¹ Should the ratio for Alabama rise to

¹John D. Long, Needed Expansion of Facilities for Higher Education, 1958-70 (Washington: American Council on Education, 1958), p. 30.

34.6 percent by 1970-71, reaching at that time the United States figure for 1957, the increase in Alabama college enrollments during the interim would be 135 percent.

In the fall of 1957 total college enrollments as a percent of population 18-21 years of age ranged from 16.8 percent in Mississippi to 58.4 percent in Utah. Alabama's percentage of 21.4 exceeded those of (only) Arkansas, Georgia, Mississippi, North Carolina, South Carolina, Virginia, and West Virginia,¹ and was far below the national average of 34.6 percent. Thus, though Alabama ranks near the bottom of the list of the States in total expenditure for higher education in ratio to total population, the expenditure per resident college student in all public institutions was only 9.5 percent below the national average in 1953-54, \$659 as compared with \$730.² Actually, Alabama is making a reasonable effort to provide higher educational opportunity, if what other States are doing is taken as a standard for comparison. In 1953-54 approximately .85 percent of total personal income in Alabama was devoted to the operation (education and general expense) of public and private institutions of higher education. This ranked twentieth among the States.³

Like most States, Alabama faces a choice between rapid and large-scale expansion of its program of higher education, on the one hand, and on the other the denial of opportunity to many thousands of its youth who will be seeking higher education in the next decade and beyond. Several factors combine to make it probable that the expansion of higher education facilities in Alabama will be sufficient to meet only in part the

¹Long, op. cit., p. 30.

²Biennial Survey of Education in the United States, 1953-1954, Chapter 4, Section II, pp. 106-7, and Section I, pp. 88-89.

³Ibid., p. 50.

needs of the rising college-age population: the absence of a central agency responsible for coordination and planning of the State program of higher education, the low per capita income in the State, the degree to which the public and its leaders lack sufficient concern about higher education, the severity and complexity of the problems which confront the institutions themselves, and the large share of the total burden of higher education that is borne by State-supported institutions. While it may be that the Mobile area's contribution may be such as to warrant the operation of a State institution of higher education in the locality, the enormity of the total task in the State assures that the establishment of a college in Mobile under Alabama Baptist and/or local auspices would represent a substantial contribution to the total interests of the State.

III

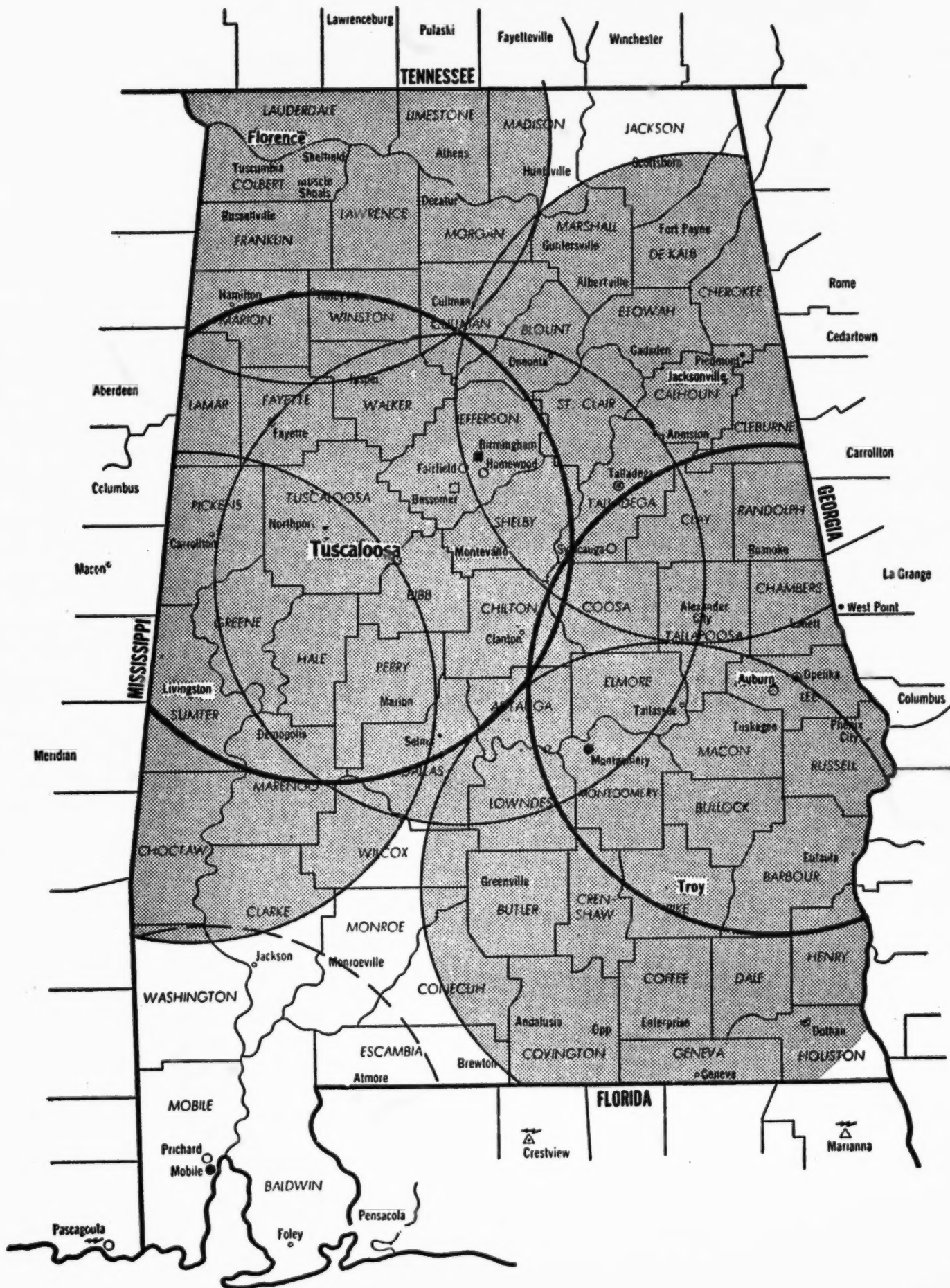
THE NEED FOR HIGHER EDUCATION IN THE MOBILE AREA

The distribution of both public and private institutions of higher education in Alabama is such as to place the entire southwest section of the State, and Mobile in particular, at a distinct disadvantage. The Alabama college nearest Mobile is at Livingston, more than 130 miles away. Closer to Mobile, but outside Alabama are public colleges at Perkinston, Mississippi (65 miles); Hattiesburg, Mississippi (88 miles); and Ellisville, Mississippi (95 miles).

In Chart I is a map of the State of Alabama showing the locations of the seven public colleges and universities attended primarily by white students. Around the location of each has been drawn a circle of sixty-five miles radius, indicating its primary service area. These areas have been shaded to indicate the portion of the State's area served by one or more public colleges within sixty-five miles. The shaded area includes all of the State except the area around Mobile and a small section in the northeast corner of the State. If sixty-five-mile circles were drawn around the locations of the private colleges in Alabama, none would intersect or overlap a sixty-five-mile circle with Mobile at its center, except that of Spring Hill College, which is located in Mobile.

Spring Hill College is a Roman Catholic coeducational senior college with a gross enrollment of 1,260 in 1958-59. Except for this institution the only privately-controlled colleges within a hundred miles of Mobile that are listed in Higher Education are Gulf Park College, a small two-year college for women, located at Gulfport, Mississippi (68 miles)

Chart I
Sixty-Five Mile Service Areas
of Alabama Public Colleges



and William Carey College, a Baptist coeducational senior college at Hattiesburg, Mississippi (88 miles).

The University of Alabama operates a Mobile extension center which in the four quarters of 1958-59 enrolled an average of 456 persons taking one or more courses. Most of the students are between twenty-five and forty-five years of age, according to the Dean of the Extension Division of the University, and do not continue toward a college degree, choosing rather to take assorted courses to meet their particular needs. The Livingston State College offers in Mobile extension courses needed by teachers for the completion of certification requirements. During the 1958-59 academic year fifty-one persons were enrolled in its Workshop for Teachers.

There are few, if any, metropolitan areas of the size and importance of Mobile in the United States in which there is so limited an opportunity for higher education. The effects of this limited opportunity are made easily evident by comparison of Mobile with other southern and southwestern metropolitan areas as to the educational level of the population, the percentages of the total population who can be classified as professionals, and other general characteristics related directly or indirectly to educational opportunity. In order to bring about such a comparison, data were collected on Mobile and ten other cities: Atlanta, Georgia; Louisville, Kentucky; Charleston, South Carolina; Birmingham, Alabama; Chattanooga, Memphis, and Nashville, Tennessee; and Austin, Dallas, and Houston, Texas.

For the United States as a whole, the percent of total population with four or more years of college was 3.50 in 1950. Of the eleven cities studied, Mobile was the lowest by far, at 2.03 percent, and the ten others

ranged from 2.61 percent for Chattanooga, Tennessee to 6.65 for Austin, Texas, averaging 4.19 percent (see Table I). The high ranking of the Texas cities on this criterion can be accounted for to some degree by the fact that they have relatively small percentages of Negro population, along with higher per-family income. It is likely, however, that the position of Mobile among the southeastern cities studied is primarily due to lack of opportunity for higher education in the immediate area under other than Roman Catholic auspices. Support is given the foregoing conclusion by comparison of the figure for each city with the average for the State in which it is located. In every case except Mobile the city in question ranks substantially (21 to 103 percent) above the average for its State, reflecting the increased opportunity and incentive for higher education in metropolitan areas in comparison with that in rural and small city areas. Mobile, however, is only 6 percent above the average for Alabama, compared with an average of 59 percent (above their respective States) for the ten other cities, and 55 percent for Birmingham.

Mobile also ranked lowest among the eleven cities in the percent of the total population who are occupied as professionals, and lowest in comparison to the average for its State, though on both counts it was only slightly below Charleston, South Carolina.

In 1958-59, 62,911 pupils were enrolled in grades one through twelve in the public schools of Mobile County.¹ Slightly more than half of these were in the city schools, and approximately 34 percent of the total were Negroes. The proportion of Negroes was slightly smaller in the city schools, 32.6 percent.

¹Data obtained through correspondence with the Superintendent of Schools.

TABLE I
CHARACTERISTICS OF POPULATION OF SELECTED SOUTHERN CITIES
 (Source: Census Reports for 1950)

<u>Area</u>	<u>Population</u>	<u>Percent Professionals</u>	<u>Percent with four years college</u>
Austin	160,980	5.17	6.65
Dallas	614,799	4.23	5.05
Atlanta	671,797	3.76	4.64
Houston	806,701	4.13	4.57
Nashville	321,758	3.86	4.00
Louisville	576,900	3.38	3.38
Charleston	164,856	2.60	3.07
Memphis	482,393	3.02	3.00
Birmingham	558,928	2.88	2.97
Chattanooga	246,453	2.99	2.61
MOBILE	231,105	2.56	2.03
Texas	7,711,194	2.95	3.28
South Carolina	2,117,027	2.11	2.53
Georgia	3,444,578	2.27	2.30
Tennessee	3,291,718	2.46	2.16
Kentucky	2,944,806	2.13	2.00
ALABAMA	3,061,743	2.12	1.92
UNITED STATES	150,697,361	3.26	3.50

The impending increase in college-age population in Mobile County is apparent from an inspection of the enrollments by grades, Table II, in the Mobile County schools. Because the enrollments in grades eleven and twelve reflect to some degree the drop-outs that occur at age sixteen, it is most meaningful to compare the enrollments in grades one to three (19,281) and four to six (19,015) with those in grades eight to ten (13,777).¹ Total enrollments in the public schools of Mobile County are expected to increase from the 1958-59 figure of 62,911 to more than 80,000 in 1962-63, according to Dr. C. L. Scarborough, Assistant Superintendent. This estimate is based on continuation of the average annual range of increase maintained for the last five years, 6.7 percent.

Within a sixty-five-mile radius of Mobile, excluding the enclosed portions of Mississippi and Florida, are public schools with a total enrollment of 93,791 in 1957-58, or 12.4 percent of the total for the State.² In the same year this area accounted for only 11.9 percent of the enrollments of the State in the twelfth grade, 2,556 white and 990 colored, indicating a drop-out rate which may be related to the relative lack of local opportunity for higher education.

That the future need for higher education in the Mobile area will be great is indicated by the rate at which its population is increasing. Of the eleven cities cited above only the three in Texas grew in population between 1950 and 1956 at a more rapid rate than Mobile. The latter's impressive gain of 11.8 percent during these six years was eclipsed by a remarkable 10.4 percent growth during the next three years, 1956-1959, according to estimates supplied by the Mobile Chamber of Commerce.

¹Ibid.

²Computed with data taken from the tables on pages 50-65, Annual Report (1958) of the State Superintendent of Education of Alabama.

TABLE II
ENROLLMENT BY GRADES
May 25, 1959
Mobile Public Schools

Grade	Current Enrollment 1958-59	Estimated Enrollment 1959-60
1	6288	6548
2	6536	6163
3	6457	6303
4	6391	6397
5	6251	6343
6	6373	6022
7	5456	6483
8	4714	5231
9	4318	4347
10	4745	3758
11	2934	3952
12	2448	2770
Total	62,911	64,317

According to the 1950 census, the population of Mobile County was 231,105. Its 1959 population is estimated at 285,000, according to the Chamber of Commerce. The total population within the circle of sixty-five miles radius with Mobile at the center is estimated at more than 650,000, of which at least 450,000 are within Alabama. The assessed value of property in Mobile County is in excess of \$313 million. Revenue collected during 1958 was \$5,570,848 for the City of Mobile, and \$2,295,813 for Mobile County.

IV

BAPTIST STUDENT POTENTIAL AND ATTITUDES

At the end of 1958 there were enrolled in the Sunday Schools of the churches of the Mobile Baptist Association 4,824 Intermediates, ages thirteen through sixteen. Some of these will be ready for college in the fall of 1960, but most will reach college age in 1961, 1962, 1963, and 1964, at the rate of about 1,200 per year.¹ Enrolled in the same Sunday Schools in 1958 were 6,653 Juniors, aged nine through twelve, who will reach college age at the rate of about 1,650 per year during 1965 through 1968. These estimates neglect the effects of increases due to immigration of Baptists from other areas and additions from within the community, both of which have been significant factors in the rapid growth of the Mobile Baptist Association. Membership in the churches of this association increased from 25,187 in 1948 to 46,916 in 1958, gaining 87 percent in ten years, or the equivalent of a steady 6.47 percent gain per year.

In order to estimate the percent of the Baptist young people reaching college age each year who would likely enroll in a local Baptist college it was necessary to sample the attitudes and plans of Baptist high school youth in the Mobile area. Single-page questionnaires were distributed to Baptist churches in the area and filled out by boys and girls in attendance who were currently enrolled in high school. Usable questionnaires were returned by 764 persons, of whom 60.1 percent indicated that they will probably go to college, and 30 percent were uncertain. Eight

¹From records of the Mobile Baptist Association.

percent gave a negative answer, and 2 percent indicated no answer. These results are generally in line with those obtained in other areas where similar surveys have been conducted (Atlanta, 60.7 percent; Memphis, 60.8 percent; Chattanooga, 55.6 percent; Louisville, 54.2 percent; Charleston, 57.0 percent). In each case the number who indicated uncertainty about attending college fell between 26 percent and 30 percent of the total.

Of the 764 Mobile Baptist high school students filling out questionnaires, 43.9 percent (337) indicated that they had already chosen a college. Of these, 26.8 percent had chosen the Alabama Polytechnic Institute, 15.4 percent the University of Alabama, 14.9 percent Howard College, 3.3 percent Spring Hill College, 3.0 percent Judson College, 2.1 percent Alabama College, .3 percent each Troy State, Birmingham-Southern, and Livingston State, 4.7 percent Baptist colleges outside Alabama, and 28.0 percent other colleges outside Alabama.

Of the total, 50.2 percent indicated they would prefer to attend a Baptist college, and 36.0 percent indicated uncertainty. Only 7.6 percent indicated that they would not prefer a Baptist college, and 6.4 percent gave no indication. Thirty-nine percent indicated that they would be likely to attend a Baptist junior college located in Mobile, 14.3 percent indicated they would not be likely to do so, and 41.7 percent indicated uncertainty. Only 16.9 percent indicated they would be more likely to attend such a college if it were an accredited affiliate of Judson College (14.7 percent, less likely), while 37.6 percent indicated they would be more likely to attend if it were an affiliate of Howard College (as opposed to a new, separate, unaccredited college).

Other data obtained through the questionnaires will be helpful when and if it becomes desirable to formulate specific plans for curriculum and facilities, but is not applicable to the purposes of this study.

It cannot be assumed that the intention expressed by the Baptist students who filled out these questionnaires is a reliable indication of what they will actually do about college when the time comes, or of what those who follow them will do. On the other hand, if only 10 percent (instead of the 39 percent indicated by the questionnaire) of the Baptist high school students graduating annually in the Mobile area will attend a local Baptist college, the minimum necessary enrollment for a two-year college will be assured by Baptist potential alone. It is reasonable to expect that substantial numbers of other than Baptist students will choose to attend a Baptist college in Mobile, particularly if it begins as a fully-accredited affiliate of an already existing, well-thought-of institution.

In Chapter I it was shown that 800 to 1000 high school graduates per year are needed in an area considering the establishment of a two-year community college, in order to assure reasonable expectation of a minimum enrollment of 200, and 1200 to 1500 to assure a minimum enrollment of 300, if the experience of Michigan district-supported colleges is taken as typical. The Baptist potential alone in the Mobile area will be sufficient to meet this criterion by 1961, and to exceed it markedly by 1965.

All indications are that the securing of sufficient enrollment will be the least of the problems confronting a new Baptist college in Mobile, if it is established in such a way as to be reasonably attractive as an institution of higher education.

THE COST OF A COLLEGE

Though criteria for the evaluation of possible locations for a college are admittedly vague, the minimum requirements of a college are not. There are certain rather definite minima which must be met if a college is to operate successfully, efficiently, economically, and enduringly. In order to establish and maintain a new college in Mobile, Alabama Baptists should make sure that the following criteria can be met:

1. A potential enrollment of at least 300 students for a junior college, and of at least 1000 students for a senior college.
2. An initial capital outlay of \$4,000 per student: \$1,200,000 for a junior college of 300 students; \$4,000,000 for a senior college of 1000 students. As the enrollment grows, an additional \$4,000 should be added to capital investment for each student beyond the minimum.
3. For a junior college, an annual expenditure of \$250 per year for instruction only for each of the first hundred students, and \$200 for each additional student. For a senior college, \$300 per student per year for instruction is required.

The minimum enrollments above are set up on the basis of the requirements of accrediting associations and the experience of existing church-related institutions. The capital investment requirement is about the same as the per student average property and endowment value for all Southern Baptist colleges, and is typical also of minimum standards quoted generally by educational program analysts. The minimum expenditure for instruction is the standard specified by the Southern Association of Colleges and Secondary Schools. Actually, \$300 to \$350 per student is more representative.

As soon as a new two-year college is operating at reasonable fiscal efficiency, most of the direct cost of instruction can be covered by income

from tuition and fees, judging from the experience of private and denominational junior colleges in general. But the direct cost of instruction amounts ordinarily to only about 50 percent to 70 percent of the total educational and general costs (excluding self-supporting auxiliaries such as dormitories, dining halls, et cetera). Thus, roughly 30 to 50 percent of each year's net operating budget must be supplied from appropriations of the Convention, from endowment income, or from gifts for current operation.

If enrollment falls below the minimum for economical operation, the drop in tuition income is not compensated by reduction in operating costs, and a larger subsidy must be secured. In general, a subsidy (for operations only) of at least \$200 per full-time student per year should be supplied by the supporting denominational organization. Tuition and fees amounting to \$150 per semester would thus bring the total net income for operations to at least \$500 per year per student.

In 1955-56, educational and general expenditures of the 525 junior colleges in the aggregate United States totalled \$142,321,000.¹ At an estimated full-time equivalent of 250,000, the junior colleges thus spend approximately \$570 per full-time student for educational and general purposes.

Listed in Table III are the 1958 averages, for the twenty-one Southern Baptist junior colleges, the twenty-five coeducational senior colleges and universities, and the five senior colleges for women, of income from various sources, property values, endowment, enrollments, and other factors more or less directly related to the requirements of a new

¹Biennial Survey of Education in the United States, 1955-1956, Chapter 2, Section II, unpublished data.

Table III

INCOME AND PROPERTY VALUE DATA
Southern Baptist Colleges and Universities
Fiscal Year 1957-58
 (Items in parentheses are per-student figures)

	Average of 21 Junior Colleges	Average of 25 Co- educational Senior Colleges	Howard College	Judson College	Average for 5 Senior Colleges for Women
Annual Income from Convention for Operations	\$ 50,859 (\$164)	\$ 164,216 (\$162)	\$ 225,000 (\$140)	\$ 95,000 (\$380)	\$ 83,357 (\$241)
Income from En- dowment	8,917 (\$29)	130,899 (\$129)	58,196 (\$36)	33,148 (\$132)	49,318 (\$143)
Income from Tuition and Fees	129,023 (\$417)	518,175 (\$512)	670,052 (\$416)	71,523 (\$286)	145,023 (\$421)
Total Current Income from Above Sources	188,799 (\$610)	813,290 (\$803)	953,248 (\$592)	199,671 (\$798)	277,698 (\$805)
Annual Income from Convention for Capital Needs	40,371 (\$130)	108,688 (\$107)	465,174 (\$289)	91,336 (\$366)	54,142 (\$157)
Gifts and Grants (Primarily Capital Needs)	38,654 (\$125)	259,900 (\$257)	255,418 (\$158)	5,630 (\$22)	72,013 (\$209)
Property Value	1,186,527 (\$3,830)	5,418,084 (\$5,360)	8,860,052 (\$5,500)	1,844,111 (\$7,380)	2,020,378 (\$5,860)
Endowment	217,068 (\$700)	2,239,250 (\$2,220)	1,278,612 (\$793)	727,408 (\$291)	1,081,903 (\$3,142)
1957 Fall Enrollment	363	1,190	1,895	263	362
Estimated Full-Time Equivalent Enrollment	310	1,010	1,610	250	345

college. These should not be taken as criteria for a new college, but they do give some idea of the support provided typically by State Baptist conventions. Also included in the table are corresponding data for the two Alabama Baptist colleges, Howard College and Judson College.

It is assumed that an initial local campaign should provide the site (at least 100 acres) for a new college and the capital outlay of \$4,000 per student (\$1,200,000 for a junior college of 300 students). The recommended minimum Convention operating subsidy of \$200 per student per year for a new junior college with a minimum enrollment of 300 will amount to \$60,000 per year. If enrollment increases at about fifty students per year, the required annual operating subsidy will increase from year to year approximately as shown in Chart II (A) and (B). The straight line at (A) assumes a uniform annual subsidy of \$200 per student. The curve at (B) is derived from a rough estimate of the reduction of the necessary subsidy as a result of declining per student cost for enrollments above 400. This rate of growth, however, will necessitate an additional capital investment of \$200,000 per year in order to maintain the \$4,000 per student investment figure.

The ideal arrangement is one in which the Convention is able to provide some funds for capital purposes in addition to the operating subsidy in order to provide a base for continuing growth and to stimulate local gifts. A capital needs appropriation of even \$50,000 per year will have a significant effect on continuing local contributions for capital purposes.

Typical outlays for establishment of a two-year college are shown in Table IV. It is assumed that an operating subsidy of at least \$200 per student per year will be provided by an organized constituency, and that

Chart II
Approximate Required Annual Subsidy
for Operation of a Two-Year College
(Initial Enrollment, 300, increasing 50 per year)

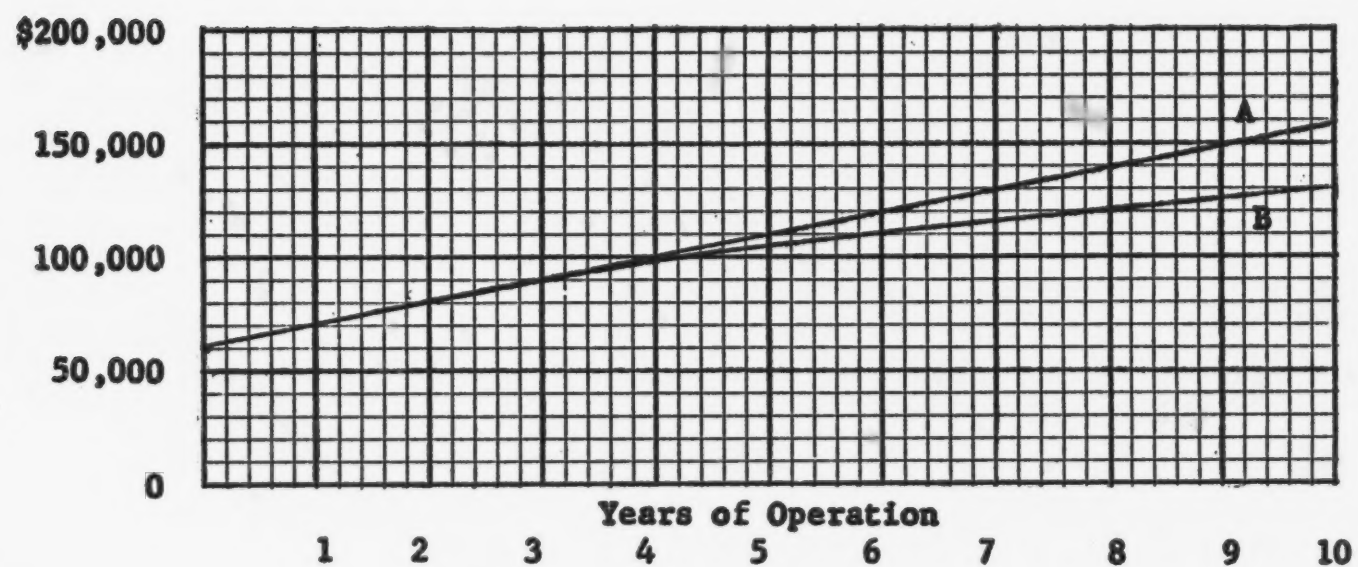


Table IV
TYPICAL INITIAL OUTLAYS FOR ESTABLISHMENT OF A
TWO-YEAR COLLEGE

	<u>Reasonable Minimum</u>	<u>Desirable</u>
Classroom-administration building	\$ 400,000	\$ 750,000
Other buildings	140,000	450,000
Site	150,000	400,000
Endowment	300,000	1,000,000
Operating Reserve	100,000	150,000
Furniture and Equipment	35,000	75,000
Cost of improving site	25,000	35,000
Architects' fees, campaign, and other costs prior to opening	<u>100,000</u>	<u>140,000</u>
TOTAL	\$1,250,000	\$3,000,000
Anticipated enrollment second year	300	600

tuition and fees will be at least \$300 per student per year. No initial provision for dormitories or a dining hall is included: it is assumed that the school will operate for a time without these, or that they will be constructed with funds borrowed on a self-amortizing plan. If the latter course is elected, consideration should be given to borrowing only 67 to 75 percent of the funds required for construction, in order that there shall be no danger of failure of the buildings to produce sufficient income to pay off the loans. If it is judged that the amount listed for endowment is larger than necessary, part of this can be used to supplement funds borrowed, or an effort can be made to secure additional gifts for dormitory construction.

VI

FINANCIAL POTENTIAL OF THE MOBILE AREA

Within the last three years Baptist State convention authorization has been secured for the establishment of new colleges in several major cities: Houston, Dallas, and San Antonio in Texas; Louisville, Kentucky; Charleston, South Carolina; and Atlanta, Georgia. In each case the responsibility for provision of funds necessary for the site and for construction of the initial buildings has been placed upon the metropolitan area in which establishment of the new college is contemplated. In fact, the securing of these funds in a specified amount has been included among requirements to be satisfied before subsequent steps in the establishment of the college are to be carried out by the respective convention or its authorized representatives.

If the Alabama Baptist Convention decides to establish a college in Mobile it will likely require also that the funds needed for the initial outlay of buildings and land be secured within the primary service area. Moreover, it will expect the Mobile area to carry a substantial share of the cost of future additions to the plant. Accordingly, the evaluation of potentialities for such a college should include careful attention to the potential for local financial support as regards both the initial outlay and the possibilities of subsequent and continuing expansion.

It is safe to conclude that a substantial amount of support will be provided by business and civic interests in the Mobile area only (but not necessarily) if the support from Baptists in the area is both substantial and enthusiastic. In this section, therefore, attention will

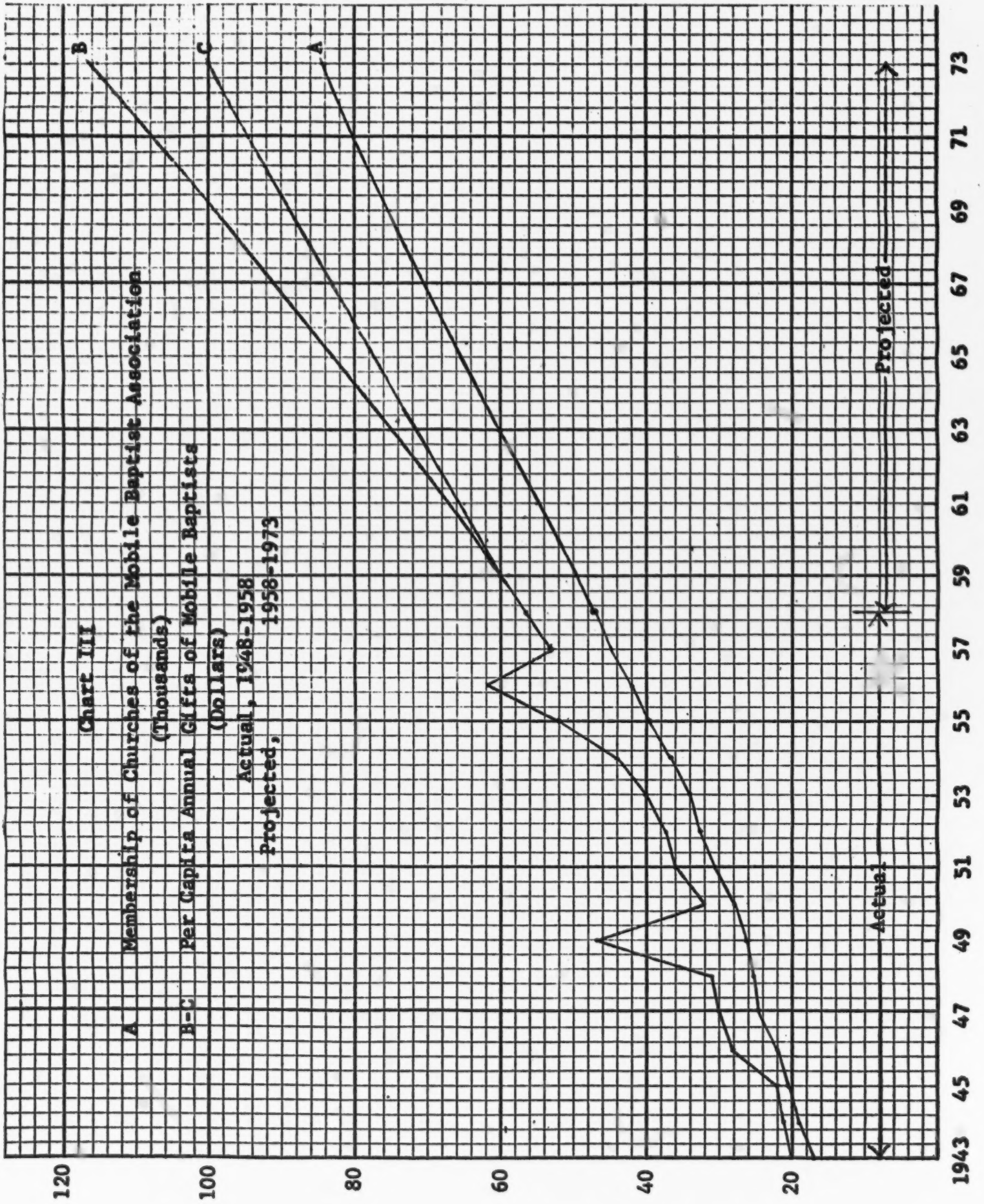
be given first to the potentialities for financial support from the members of the churches affiliated with the Mobile Baptist Association.

During the fifteen-year interval from 1943-1958, the total membership of churches in the Mobile Baptist Association increased by 173 percent, from 17,193 members in 1943 to 46,916 in 1958.¹ This represents the equivalent of a continuous growth of 6.95 percent per year. In Chart III (A) this membership is recorded graphically for the years 1943 through 1958 and is projected thereafter to 1973 on the assumption of a slowly declining rate of increase--5 percent per year from 1958 through 1963, 4 percent per year from 1963 through 1968, and 3 percent per year from 1968 through 1973. This is considered to be a very conservative estimate of the future growth of the Mobile Baptist Association.

Also in Chart III, at (B) and (C), are the records of annual per capita gifts by the members of churches in the Mobile Baptist Association, from 1943 through 1958, and two projections of these annual per capita rates of giving for the period 1958 through 1973. As shown in the chart, the per capita gifts increased from \$19.93 per year per member in 1943 to \$56.05 per member per year in 1958, a gain of 182 percent, or the equivalent of steady increase of 7.14 percent per year.² The rate of increase for the last five years of this period (1953-1958) has been somewhat smaller, averaging 6.5 percent. The projection of per capita gifts shown at (B) assumes that these gifts will continue to increase, but at a decreasing rate: 6 percent per year from 1958 through 1963, 5 percent from 1963 through 1968, and 4 percent from 1968 through 1973. The

¹Data supplied from the office of the Mobile Baptist Association.

²Ibid.

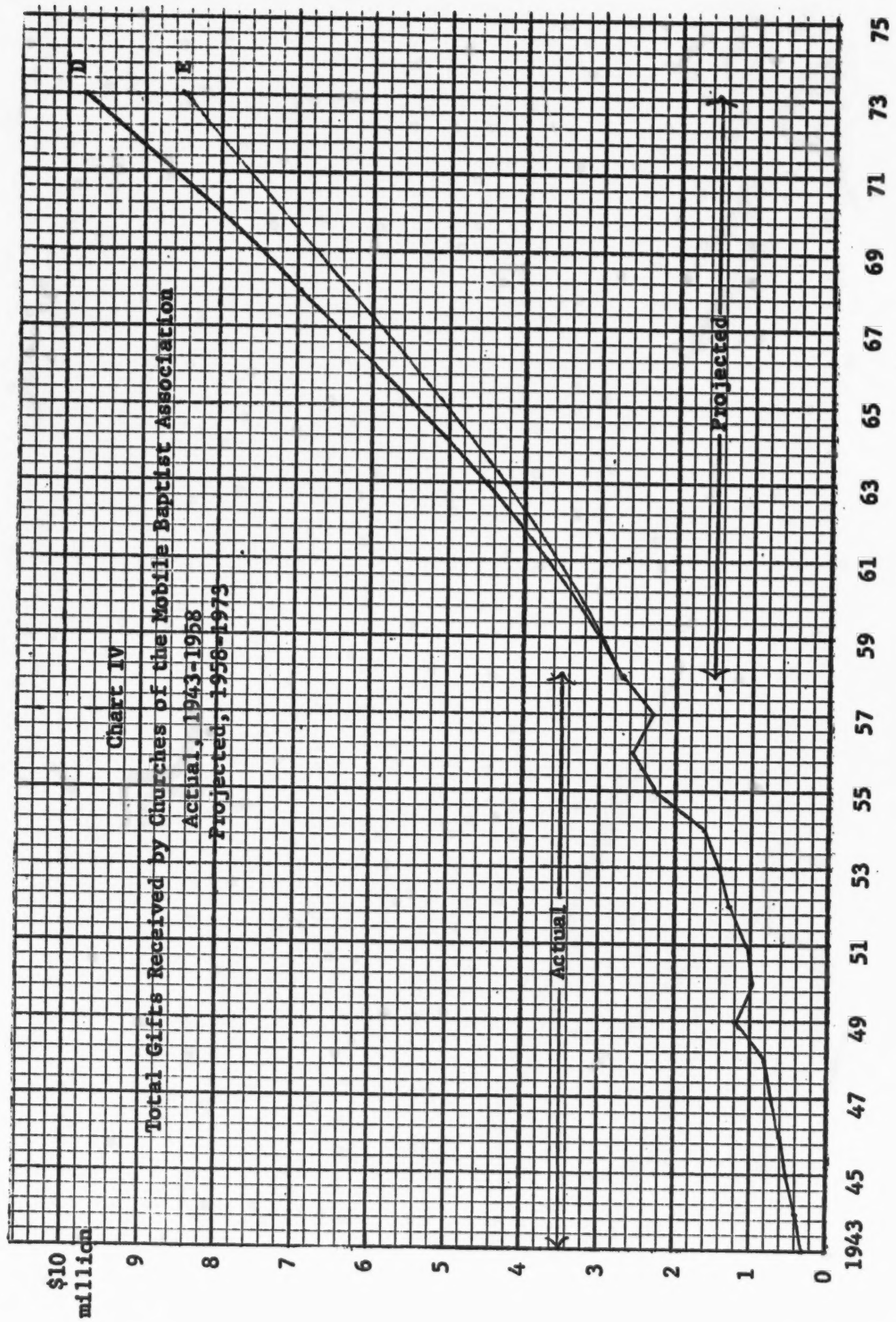


projection at (C) is a more conservative one, based upon the assumption that the rate of increase of per capita gifts will drop immediately to 5 percent per year for the period 1958 through 1963, 4 percent per year from 1963 through 1968, and 3 percent from 1968 through 1973.

The data used in producing Chart III are combined in Chart IV to give two projections of the total gifts received by churches in the Mobile Baptist Association for the period 1958 through 1973. The chart records actual gifts for the period 1943 through 1958. The projection at (D) is produced by combining the more optimistic prediction of per capita gifts with the projection of membership; that at (E), by combining the more conservative projection of per capita annual gifts with the projection of membership.

According to Chart IV the total gifts of the members of the churches in the Mobile Baptist Association will likely increase from approximately \$2,630,000 in 1958 to between \$4,250,000 and \$4,500,000 in 1963; and to between \$6,300,000 and \$6,950,000 in 1968. This does not anticipate the continuation of the current trends in growth of membership and increased per capita gifts; rather, it anticipates a gradual reduction in the rates at which these are increasing.

According to the projections described above, the membership of churches in the Mobile Baptist Association will increase by 56 percent in the ten years between 1958 and 1968, and the total gifts will increase by between 140 percent and 165 percent in the same period. If these estimates seem to be optimistic it may be worth while to observe that in the preceding ten years, 1948-1958, total gifts of the Mobile Baptist Association increased by 237 percent, from \$782,000 to \$2,630,000. In the same period the gifts of these churches to the Cooperative Program through the Alabama



Baptist Convention increased by 310 percent, at the average cumulative rate of increase of 15.2 percent per year.

In 1958 the total membership of the Mobile Baptist Association, 46,916, amounted to 7 percent of the total membership of the Alabama Baptist Convention. According to the projection of Chart III (A) for the membership of the Mobile Baptist Association (extended to 1980) and the results of an elaborate study¹ of the growth trends of the Alabama Baptist Convention, by 1970 the Mobile Baptist Association will constitute 8.8 percent of the membership of the Alabama Baptist Convention, and by 1980 it will have reached 9.7 percent.

Total giving is much more difficult to predict than population growth; however, indications are that the total gifts of the Mobile Baptist Association, which in 1957 constituted approximately 11 percent of the total gifts of the churches of the Alabama Baptist Convention, will rise to 13 percent by 1970 and to 14 percent by 1980.

In contrast to its substantial contribution to the total membership of the Convention and to the total gifts of Alabama Baptist churches is the limited extent to which the Mobile Baptist Association participates in the direct benefits of the program of higher education maintained by the Alabama Baptist Convention. In 1958-59 only 1.8 percent of the students in Howard College were from Mobile County, and only 1.2 percent of the students at Judson College were from Mobile County. This deficiency in the extent to which Alabama Baptist young people are educated in Alabama Baptist colleges is not likely to be overcome unless and until there is a Baptist college in Mobile.

¹Projection of Southern Baptist Convention Growth, 1957-1980, unpublished, Department of Statistics and Research, Baptist Sunday School Board, Nashville, Tennessee.

Some idea of the potential of Mobile Baptists as regards the furnishing of funds for the establishment of a college may be gained by consideration of the experience of other similar groups. In Louisville, where the local Baptist association churches had 73,769 members in 1955, a 1958 campaign for funds for the establishment of a new college netted approximately $2\frac{1}{2}$ million dollars in cash and pledges, or approximately \$33 per member. The goal for a campaign currently being conducted for a new Baptist college in Atlanta, Georgia is 3 million dollars, which amounts to slightly less than \$30 per member. Similar goals have been set for the imminent campaigns in Houston and Dallas. In Charleston, South Carolina the recommended goal of \$1,100,000 (about \$48 per member) was scaled down by the South Carolina Convention to \$500,000, or just under \$22 per member. In view of the fact that Mobile is so lacking in facilities for higher education for other than Catholic students, so that a properly-planned campaign could be expected to yield a substantial amount from non-Baptist sources, it would appear that an over-all goal of between \$1,250,000 and \$1,500,000 (between \$27 and \$32 per member) would be reasonable. In order for either goal to be practicable it will be necessary that the project have the full and enthusiastic support of a strong majority of Mobile Baptists, plus a reasonable degree of interest and support from others.

One factor that will limit the amount of money that can be secured in a campaign in Mobile is the low per-family income level in comparison with other metropolitan areas. Chart V compares the per-family incomes of the 11 metropolitan areas listed in Chapter III, for the year 1956. Per-family income in Mobile exceeded that of only one of the ten other cities (Charleston, South Carolina) and ranked 14 percent below their average.

Mobile Baptist Association gifts through the Cooperative Program of Alabama Baptists were \$321,341 in 1958, amounting to 7.1 percent of the total for the State. It is not likely that a campaign for \$1,250,000 to \$1,500,000 can be completed successfully in the Mobile area without some interference with the rapid rise of Cooperative Program gifts from the area that has been experienced in recent years, in excess of 17 percent per year for the last five years. If such a campaign is conducted it should be carried out in such a way as to produce as little reduction of Cooperative Program gifts from the area as possible: otherwise, the Convention will be in effect assuming practically all of the cost of establishing the college.

In 1947 the twenty-two churches belonging to the Mobile Baptist Association subscribed slightly more than \$283,000 to a campaign to build a Protestant hospital in Mobile. Payments on these pledges amounted finally to more than \$258,000, or approximately 91 percent of the total subscribed. Since 1947 the membership of churches in the Mobile Baptist Association has increased by 100 percent, and total annual gifts by 267 percent. If a campaign for a new Baptist college should be as successful in proportion to total annual gifts as was the campaign mentioned, it could be expected to yield approximately \$950,000 from Baptists alone.

In 1958 a survey of fund-raising potential for a Baptist college in Mobile was conducted by the Atlanta office of the National Fund-Raising Services, Inc. The report of this survey¹ estimates that "it is reasonable to believe that a minimum of \$750,000 can be raised (in the Baptist churches)

¹Survey: Proposed Baptist College for Mobile, National Fund-Raising Services, Inc., 1616 Fulton National Bank Building, Atlanta 3, Georgia.

if the leading laymen and pastors are wholeheartedly behind the new college." The report goes on to indicate that among non-Baptist civic leaders there were attitudes ranging "from apathy to genuine interest." However, the majority felt that if this were to be a Baptist school "the bulk of the money should come from the Baptist people." The report indicates agreement by all who were interviewed that the amount of money which can be secured from non-Baptists "will depend on how involved the leading Baptists become in the project. Without leadership laymen who are considered civic leaders - rather than Baptists . . . non-Baptist giving to the establishment of this school will be merely token giving."

The conclusion of the fund-raising survey regarding the possibilities of substantial contributions by non-Baptists was as follows: "If the leading Baptist laymen become involved sufficiently it would be possible to raise from outside sources 50 to 75 percent as much as the Baptists contribute. To be successful, the program must be presented in a specific manner. In order to gain public support, assurance must be given that the college will be open to all faiths and it must not be used as an instrument to proselyte."

Since the fund-raising survey report indicates that \$750,000 is a reasonable potential for contributions from Baptist sources and "50 to 75% as much as the Baptists contribute" for non-Baptists, it would appear that the conclusion is that the amount to be expected would be \$1,050,000 to \$1,265,000. The report concludes its analysis, however, with the following statement: "When the foregoing recommendations are followed, it is the opinion of National Fund Raising Services, Inc., that a successful campaign can be conducted with a goal of \$1,500,000.00." The report also

includes a very significant statement respecting the attitudes of persons who will be expected to contribute: "Among the constituency who are able to make substantial contributions there is a great deal of hesitancy to approve the project wholeheartedly. Their attitude is that the plans must be reduced to a logical presentation in writing before they will back the proposal with enthusiasm."

My own limited study of potentialities for a financial campaign has given results in substantial agreement with that of National Fund-Raising Services, Inc., insofar as concerns the amount of money which can be raised if the campaign succeeds in eliciting the complete and wholehearted cooperation and support of key Baptist and civic leaders in the area. Regarding the likelihood of such complete cooperation, I am perhaps not so optimistic, for the following reasons:

1. The group of Baptists who have been most active and most interested in the promotion of this project does not include a majority of either the pastors of the largest and strongest Baptist churches or of the Baptist laymen who are in a position to contribute most substantially to such a campaign. My interviews with business, industrial, and civic leaders disclosed that most of them recognize the need for increased higher educational opportunity in the area, but not one reported the existence of a widespread conviction to this effect among financial, civic, and other leadership.
2. There appears to be evidence of a distinct cleavage of attitude within Baptist ranks. Virtually all agree that a Baptist college is needed in Mobile, but many of those who are in a position to do most to support such a project have expressed a feeling that it has been approached "in the wrong way."
3. The efforts of the Board of Trustees of Mobile Baptist College to lead the Alabama Baptist Convention to definite interest in establishing a Baptist college in Mobile have met with limited success. Whatever may be the reasons, the venture has been handicapped by lack of confidence and enthusiasm among those upon whom the responsibility for the final decision will rest most heavily, both in Mobile and elsewhere.

In summary, if it is decided that the Alabama Baptist Convention should establish a college in Mobile, a local campaign for funds will be

likely to be successful only if a fresh approach to the project is made under the leadership of a new committee selected by the Convention itself, a committee inclusive of carefully-selected Baptist and civic leaders who can engender the confidence of both Baptist and non-Baptist interests in the area. This suggestion is not intended to reflect in any way on those who have spearheaded efforts to establish a Baptist college in the past. The truth is, however, that so many difficulties have been encountered and so many delays incurred that only a fresh start under new leadership, officially recognized by the Alabama Baptist Convention, will disassociate the failures of the past from what might be a successful attempt in the future.

As is stated above, the interest of non-Baptists in the possibilities of a Baptist college appears to be largely dormant at present. In my opinion, it is not likely that substantial amounts will be given to the campaign by non-Baptists until the project develops a considerable amount of momentum and the possibilities of success appear to be good. This attitude among the general public is not at all surprising when consideration is given to the fact that talk about starting a Baptist college has been going on for approximately ten years. The public will likely wait to see "whether the Baptists really mean business this time."

According to the fund-raising survey cited above, the approximately 70,000 families residing in Mobile County include 22,000 Negro families, 15,000 Catholic families, 14,000 Baptist families, and 19,000 families outside the other four categories. Contributions from Catholics can be expected to be negligible, since they have a college of their own in Mobile and since a financial campaign for its benefit was conducted in the area in 1958. Likewise, the contribution from Negroes can be expected to

be negligible because of their low income level and their inability to visualize any direct benefits to them as a result of the establishment of the institution. Thus the potential for this campaign resides principally in approximately 14,000 Baptist families and 19,000 families who are not Baptist, Catholic, or Negro.

A successful campaign for \$1,250,000 or more would require about \$500,000 in "large" gifts, ranging from \$1,000 to \$250,000. According to information received there are several individuals in the area who are capable of making "bellwether" gifts of \$100,000 or more, but there appears to be little possibility of their doing so without a fresh approach which puts the project in a new light.

The attitudes of non-Baptist civic and business leaders seem to bespeak willingness to cooperate, but no conviction that a campaign is likely to be conspicuously successful. Some feel that Baptists and others should unite their efforts to get a State college for the Mobile area, and one indicated an opinion that the attempt of Baptists to establish a school of their own may have tended to limit this possibility.

VII

OBSERVATIONS ON THE FUTURE OF ALABAMA BAPTISTS

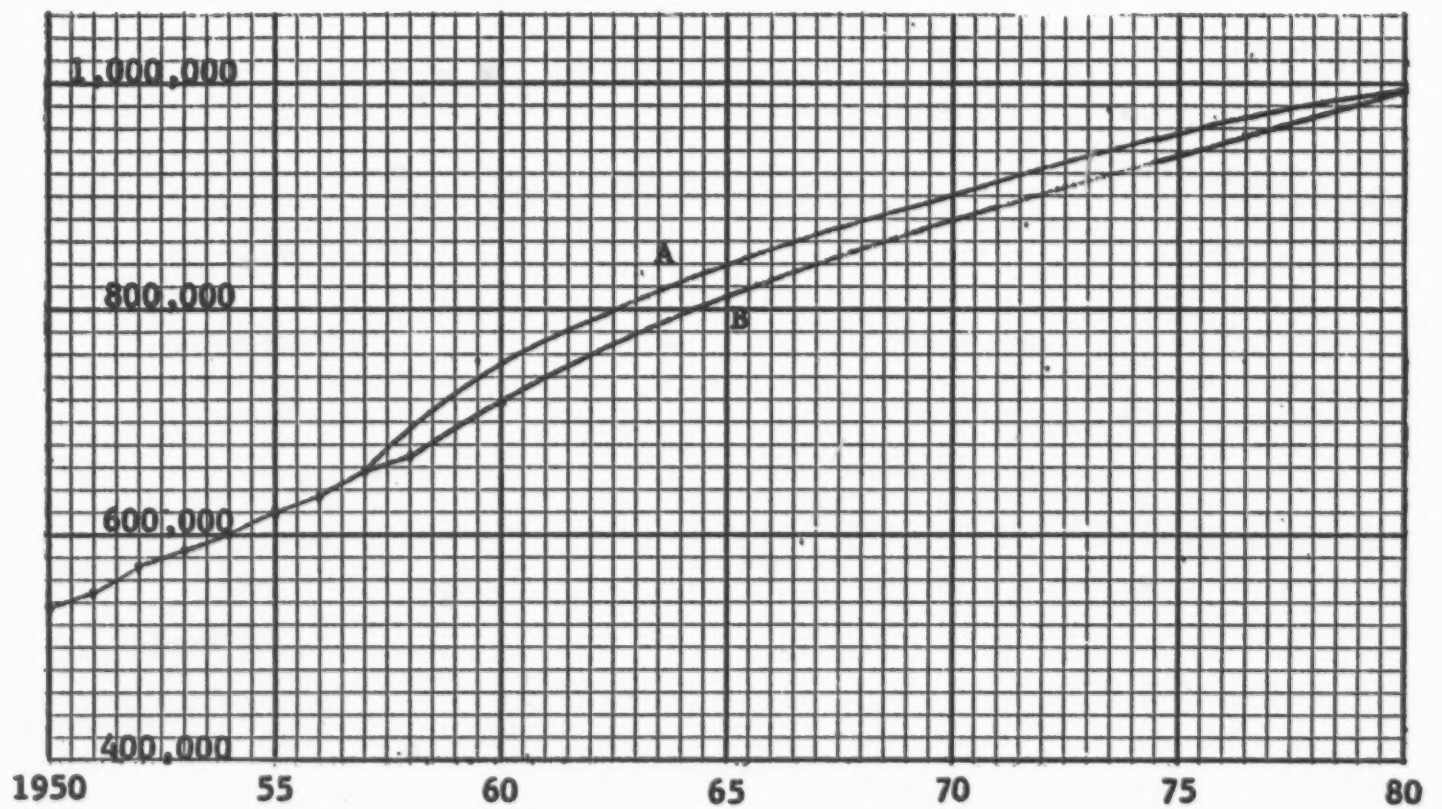
Alabama is a strong Baptist State. In 1955 Baptists in Alabama constituted 40.46 percent of the total white population twelve years of age and older, a figure which is exceeded in only two States: Mississippi, 52.28 percent; and South Carolina, 40.66 percent.

Total population in Alabama is relatively stable. It increased only 8.1 percent during the ten years 1940-50, at the average rate of .78 percent per year. During the same period the total membership of churches of the Alabama Baptist Convention increased from 405,000 to 536,810, an increase in ten years of 32.7 percent, or 2.87 percent per year. During 1948-58 the increase in total membership was from 492,909 to 671,185, at an average rate of 3.15 percent a year. In a State where many denominations have strong constituencies and where Baptists are already so numerous, this increase represents real accomplishment. It implies a decreasing rate of increase for the future, for in Alabama Baptists cannot ride upward on the tide of increasing general population, nor can they capitalize on great masses of the unchurched.

A study conducted in 1957 by the Department of Research and Statistics of the Baptist Sunday School Board, with the guidance and assistance of a professional consulting firm, gives what is probably the most reliable and thoroughly-worked-out predictions of the numerical growth of Southern Baptists.¹ According to this study, Alabama Baptists will continue to grow in numbers, although more and more slowly. This projection of the growth of Alabama Baptists is shown in Chart VI (A), which also furnishes

¹See footnote at bottom of page 37.

Chart VI
Membership of Alabama Baptist Churches
Actual, 1948-1958
Projected, 1958-1973



the actual record of growth from 1948 through 1958. It indicates that by 1970 Alabama Baptists will number more than 900,000, and by 1980 nearly a million. Thus, in 1970 Alabama Baptists will comprise about 49.5 percent of the total white population twelve years or older, and in 1980, 51 percent, approximately. According to this prediction, by 1970 about half the college-age white population of Alabama will be Baptist. At (B) of Chart VI is a modification in which the factors expected to cause deviation of the growth pattern from the current trend are weighted somewhat less heavily than in the original projection. The more conservative projection at (B) will be used in estimating future gift trends.

The giving pattern of Alabama Baptists has been influenced considerably by the inflationary trend of recent years, but a significant portion of the increase has been real. During the period 1950 to 1958 per capita total annual gifts of Alabama Baptists increased from \$21.11 to \$39.95, and total gifts from \$11,325,098 to \$26,097,956. In the same period, total gifts to missions and benevolence increased from \$1,731,121 to \$4,545,710, equivalent to an annual increase of 12.9 percent per year. Per capita annual gifts to missions and benevolence increased from \$3.22 in 1950 to \$6.77 in 1958, an average rate of increase of 9.8 percent per year. The rate of increase maintained for the five years 1953-1958, however, is equivalent to 11.9 percent per year.

The record of per capita annual gifts to missions and benevolence of Alabama Baptists is shown in Chart VII (A) for the period 1950-1958, and is projected for the period 1958-1973 on the assumption that these gifts will continue to increase, but at a decreasing rate of annual increase: 8 percent per year during 1958-1963, 6 percent per year during

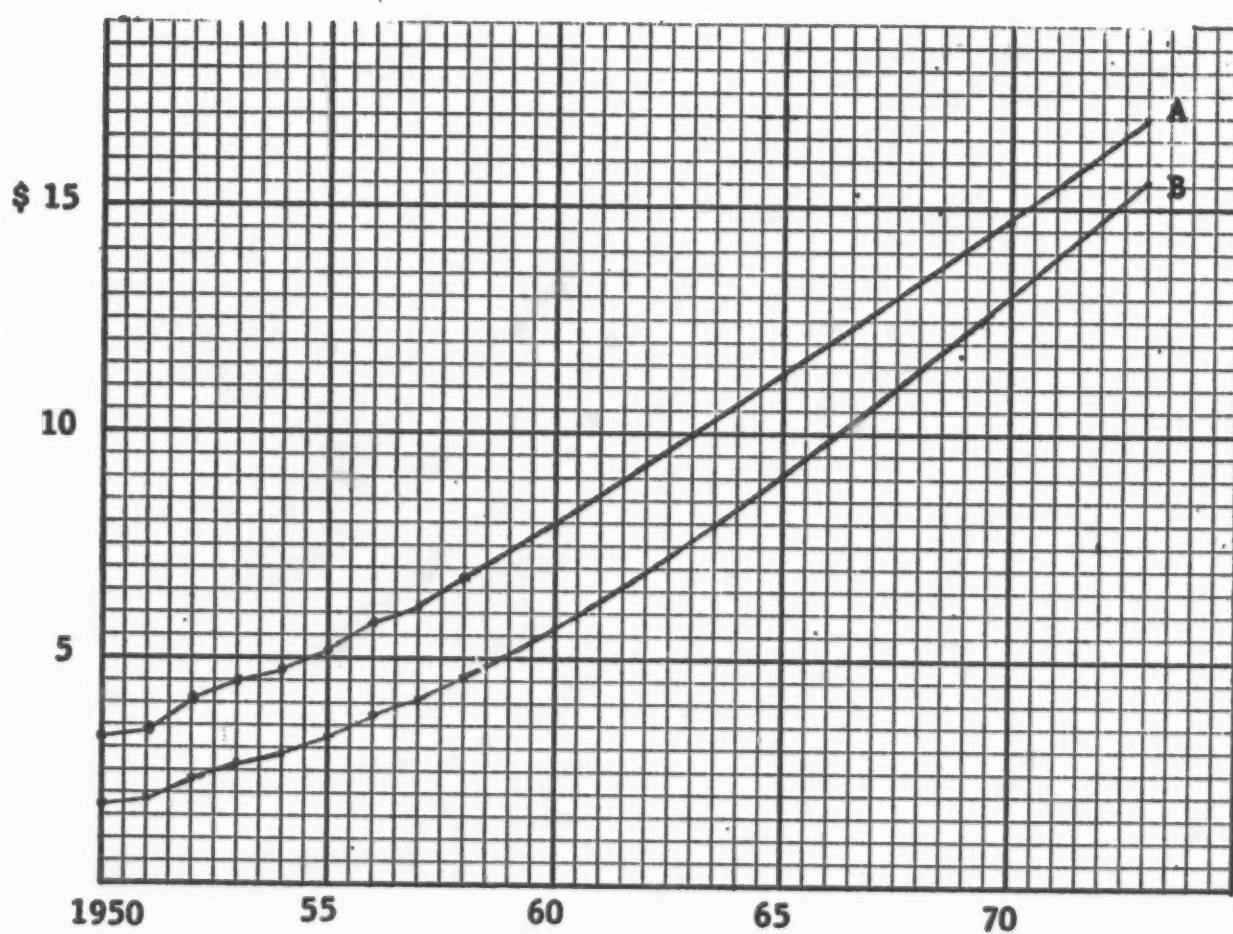
Chart VII

A. Per Capita Gifts to Missions and Benevolence (in dollars)

Alabama Baptist Convention

Actual, 1950-1958; Projected, 1958-1973

B. Total Gifts to Missions and Benevolence (in millions of dollars)



1963-1968, and 5 percent per year during 1968-1973. Chart VII (A) can be combined with the conservative projection of Alabama Baptist total membership of Chart VI (B) to produce the projection of total gifts to missions and benevolence shown in Chart VII (B), which combines the actual record of such gifts for 1950-1958 with what is considered to be a conservative projection for the period 1958-1973.

During the years 1950 through 1957 the Baptist churches of Alabama gave their two colleges from 13.2 percent (1952) to 28.5 percent (1954) of the total missions gifts to the churches. The figure for 1957 was 20.8 percent, and the average for the period stated was 21.3 percent. If Alabama Baptists continue to invest in their institutions of higher education about 20 percent of the total gifts for missions and benevolence the amount available each year for these institutions will be as indicated in Chart VIII, assuming that the projection of total missions gifts in Chart VII (B) is correct.

The 1958 report of the Committee on Higher Education of the Alabama Education Commission predicted a 76 percent increase in total college enrollments in Alabama between 1956-1957 and 1970-1971. Since Baptist church members in Alabama have for twenty years maintained an annual rate of increase several times as large as the rate of increase of total population in Alabama, it is safe to conclude that an increase of 100 percent or more in the enrollments of Alabama Baptists in college will occur during this period if the prediction of the Committee on Higher Education is a valid one.

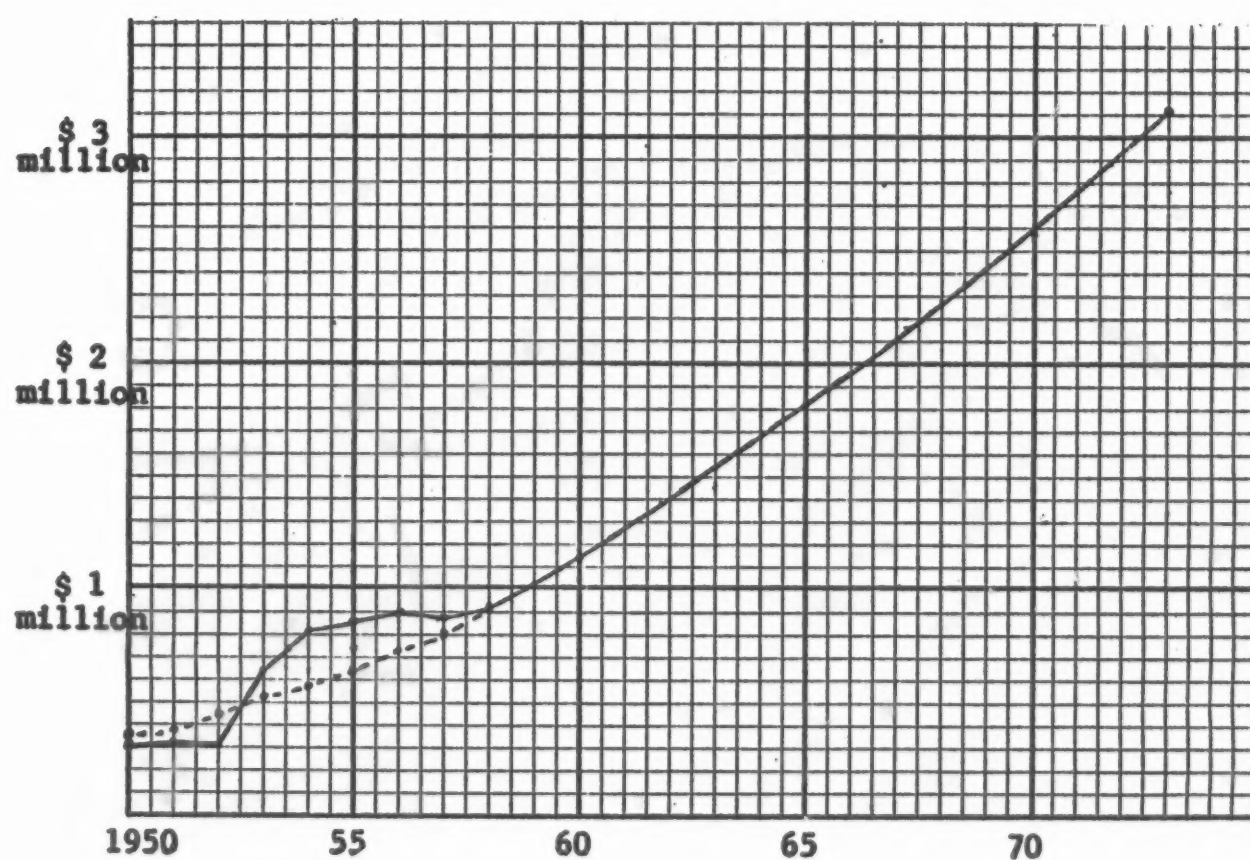
In the fall of 1953, 14 percent of the Baptist students enrolled in Alabama colleges attended the two Baptist colleges, Howard College and Judson College. For the entire Southern Baptist Convention the corresponding

Chart VIII

Appropriations and Gifts to Colleges

Alabama Baptist Convention

Actual, 1950-1957; Projected, 1958-1973, on the assumption that these gifts will be twenty percent of total missions and benevolence. The dotted section indicates twenty percent of the total, for comparison with actual amounts, 1950-1957.



average of 18.7 percent. Thus, Alabama Baptists educate in their own Baptist colleges a smaller share of their own youth who go to college than do Baptists in other States. In order to maintain even the present 14 percent ratio it will be necessary to contemplate doubling the enrollments of the two existing Baptist colleges unless a third college is added, and it may be necessary to do so even with the addition.

The decision which Alabama Baptists must make regarding the establishment of a college in Mobile should take into account a large number of factors whose interrelationships are complex and difficult to evaluate. One of the most important of these is the part that denominational higher education is expected to play in the future of the Alabama Baptist Convention. The alternative to expansion of the program of higher education is to depend to a progressively smaller degree upon the production of leadership by the denomination's own colleges. Expansion in proportion to the number of college-age Baptist youth is necessary, therefore, to the extent that Alabama Baptists have in the past found these institutions to be their best sources of leadership personnel, and to the extent to which the Convention expects to look to its colleges for trained leaders in the future.

In considering alternative possibilities for the expansion of its program of higher education, the Convention must weigh the advantages of establishing an additional college against those of correspondingly greater expansion of the two existing institutions. There is no doubt that the establishment of a college in Mobile would increase the total number of Alabama Baptists and of non-Baptists who are motivated to contribute funds to be used in the construction of buildings and facilities for Baptist colleges. The Convention should judge the possible value of this broadening of the base of financial support and of opportunity for higher education under Baptist auspices.

Theoretically, if the existing institutions are going to be filled to capacity, it would cost the Convention about the same amount to build and operate a new school to accommodate 300 students as it would to expand the existing institutions to accommodate this many beyond their present capacity. Practically, however, several factors enter the picture, some favorable and some unfavorable to this alternative:

A new school does not usually attain efficient operation, as to per-student cost, for three or more years; sometimes much longer.

A new school may be able to secure more gifts for construction of buildings, or less money, than an existing one can secure for expansion.

The per-student capital investment and per-student annual operating cost are inevitably much higher at a senior college than at a junior college of comparable efficiency.

A new school in Mobile would not necessarily relieve the load on the existing institutions by an appreciable amount. Its principal effect would likely be to cause many more students from the local area to attend a Baptist college.

There is always the possibility, however remote, that the picture of need and opportunity might be altered by the creation of an additional public college in the extreme southern part of the State.

In the final analysis the Convention's decision regarding the establishment of a new college in Mobile should depend upon the following:

1. The potential value to the local area
2. The ability and willingness of the area to participate in the financial and other support of a college
3. The ability of the Convention to help support a new institution without undue hardship to the other colleges and the rest of the denominational program
4. The extent to which it is felt that Baptists in the southwestern part of the State, by virtue of what they have done and are doing for Christian education as well as for the total denomination, are entitled to a larger share of the benefits, through a Baptist college in their general area.

VIII

SUMMARY AND RECOMMENDATIONS

This report does not recommend specifically for or against the establishment of a Baptist college in Mobile. It does, however, furnish evidence that

1. There is an urgent need for additional opportunity for higher education in the Mobile area under other than Catholic auspices.
2. The Baptist student potential alone is sufficient to justify at least a two-year college.
3. There appears to be sufficient financial potential in the area for a successful campaign of \$1,250,000 (the minimum initial outlay recommended for a college) to \$1,500,000, but the climate of attitude among both Baptist and non-Baptist key leaders must be improved in order for such a campaign to be feasible.
4. In order to rectify this unfavorable climate of attitude, it will be necessary
 - a. to make a fresh start designed to secure a unity of leadership and purpose among Baptists in the area,
 - b. to plan a campaign designed to convince civic and non-Baptist interests that Baptists themselves are sufficiently united in their support of the project to justify participation by the populace as a whole, and
 - c. to utilize fully the weight of influence of the Alabama Baptist Convention, through a clear, positive statement of the conditions under which the Convention will establish and operate a college in Mobile, and when it will do so if the conditions are met.
5. The Alabama Baptist Convention is financially capable of providing the operating subsidy for a new college plus a reasonable fraction of annual capital investment needed for expansion after the initial outlay, while continuing to increase at a reasonable rate its current support of Howard College and Judson College.

In light of the evidence submitted, the following suggestions are offered:

Recommendation I:--The special committee on the proposed Mobile college should determine the answers to the following questions and report their findings to the Executive Board of the Alabama Baptist Convention:

1. Is the need of the Mobile area for increased opportunity for higher education under Baptist auspices sufficient to justify the establishment of a new college, if it is assumed that the Convention would furnish only the necessary annual operating subsidy and a reasonable share (25 to 50 percent) of the funds for expansion of facilities after the initial outlay?
2. Should the Convention provide the Mobile area an opportunity to get a Baptist college by raising a specified amount of money under specified conditions as to method and procedure?
3. Should the Convention be willing to face the probability that a campaign for funds for a college would impede temporarily the growth of Cooperative Program annual gifts in the area, for perhaps as long as two years?
4. Should the Convention specify that in order to meet its requirements, the area must raise the specified sum without causing Mobile Association total Cooperative Program gifts for the years involved (presumably 1960 and 1961, perhaps also 1962) to drop below their total for 1958?
5. If the Convention establishes a college in Mobile, should it be operated at least initially as a coordinate affiliate of Howard College or of Judson College, in order that it might be accredited from the start? If so, with which institution should it be affiliated and what should be the nature of the affiliation?
6. What sum of money in cash and pledges should be specified as the minimum the Mobile area must raise in order that the Convention will proceed to establish the proposed college? Should there be a time limit? What should be the disposition of the gifts if the campaign should fail?

Recommendation II:--If the special committee on the proposed college answers affirmatively to questions one through three, and also finds that its answers to questions four through six disclose no insurmountable problem, it should report its findings to the Committee along with

recommendations leading to the following or alternative procedures:

1. That the Convention should take action commending the Mobile Baptist Association and the Board of Trustees of the proposed Mobile Baptist college for their interest in and efforts toward the establishment of a Baptist college, which have led the Convention to its present state of readiness to make definite plans in this direction.
2. That the Convention should declare its willingness to establish and operate such a college when and if the following conditions and specifications are met:
 - a. The existing board of trustees appointed by the Mobile Baptist Association should disband in favor of a committee appointed in accord with the specifications below. No group can work toward a goal as energetically, as persistently, and as long as has the board of trustees of the proposed college without some making of commitments, some generation of opposition, and some natural assumption of prerogatives. Now that the Convention is seriously contemplating the establishment of a college, the interest and resources in the Mobile area can be coordinated most effectively with each other and with the interests of the Convention if the machinery for successful completion of the project is set up under new authorization, free from complications due to earlier efforts and plans.
 - b. Authorization by the Convention for the establishment of a new college in Mobile should be contingent on compliance with the foregoing, plus successful completion of a campaign resulting in cash and pledges in the amount of not less than \$1,250,000. It is suggested that the goal of the campaign be \$1,500,000.
 - c. A Steering Committee for the campaign for the proposed college should be named by the Executive Committee and approved by the Convention; said committee to consist of two persons from the Executive Committee and five persons from the Mobile area (not necessarily members of the Executive Committee), of whom one shall be from the former board of trustees.
 - d. The Steering Committee should be responsible for the initiation and direction of the financial campaign. Basic campaign techniques should be defined in a systematic plan worked out by the Steering Committee with the help of denominational leaders and outside consultants as needed. The Steering Committee should have final authority over policies in promotion used in the campaign, the methods of solicitation, and the acceptance or rejection of specific gifts.

- e. The Steering Committee should be responsible for the selection of a site for the new college, the development of a campus plan, and the completion of plans for the initial building, since these are needed in the financial campaign. It should be authorized to employ counsel and assistance for this work.
- f. When success of the financial campaign has been assured, responsibility for the new institution should be transferred from the Steering Committee to a board of trustees. If the new institution is to be affiliated with an existing institution, the Steering Committee should seek counsel in working out a relationship acceptable to the board of trustees of the existing institution, to the Convention, and to those who represent the interests of the Mobile area.
- g. If the new college is to be affiliated with an existing institution, the Convention should take this into account in the selection of trustees to fill vacancies on the board of the senior institution, in order that there may be a sufficient number of trustees from the Mobile area to constitute most of the membership of an executive committee for the new institution.
- h. The new institution should not be expected to begin actual operation earlier than twelve months after the campaign's success is assured, if that early, because of the time required for adequate staffing, program planning, and construction of facilities.

Recommendation III:--If the Convention does not deem it wise to authorize the establishment of a Baptist college in Mobile at this time, it should choose between two alternatives:

1. A decision to reconsider the matter three to five years hence, in the light of developments occurring in the meantime
2. A recommendation that in view of the need for increased higher education opportunity in the Mobile area, Baptist leaders there take an active part in efforts toward securing a State college for the area.

Conclusion

At the beginning of this report its purpose was described as that of bringing together the data and information necessary for an intelligent appraisal of the need for and the likelihood of success of a Baptist college in Mobile. Evidence of the need has been presented and various factors relating to the likelihood of success have been analyzed. Need and potential are indubitably sufficient for a new college: the only important factor which does not lend itself to accurate evaluation in advance of a campaign is the extent to which Baptists and others in the area are willing to contribute to the establishment and continuation of a college.

An unsuccessful campaign for a Baptist college would be harmful to the interests of Baptists and others in the Mobile area, as well as to the total program of Alabama Baptists. Thus, the basic decision the Convention must face is whether the need and the potential are sufficient to justify whatever risk of failure a campaign would entail. It is hoped that the material in this report will be of help to those who must assume responsibility for guiding the Convention in this important decision.